Government of
Saskatchewan

Annual Report
2000-2001

Saskatchewan
Northern
Affairs

102-00016/

Annual Report 2000-2001

Saskatchewan Northern Affairs

For the fiscal year ending
March 31, 2001.

Table of Contents

Letters of Transmittal 3

Map of the Northern Administration District (NAD) 4

Organization Chart 5

Saskatchewan Northern Affairs Overview 6
- Organization and Structure 6
- The Northern Strategy 7
- Centenary Fund 9
- Special Grants 9

Economic and Community Development Division:
- Northern Development Fund 10
  - Loans 10
  - Grants 11
  - Community-based Regional Economic Development Organizations (CREDOs) 12
  - Northern Review Board 13
- Commercial Fishing:
  - Freight Subsidy and Price Support Program 14
  - Commercial Fisheries Revitalization Strategy 14

Resource and Industry Development Division:
- Northern Resource Development:
  - Mineral Surface Lease Agreements 16
  - Human Resource Development Agreements 17
  - Northern Labour Market Committee 17
  - Mineral Sector Multi-Party Training Plan 18
  - Forestry Development 19
  - Peter Ballantyne Cree Nation Churchill River Project 20
- Resource Development Coordination 20
- Northern Mines Monitoring Secretariat and Environmental Quality Committees 21
  - Accomplishments of the Northern Mines Monitoring Secretariat 22
  - Accomplishments of the Environmental Quality Committees 23

Corporate Services Division 24
- Communications 24
- Administration 24
- Information Technology 25
- Corporate Management Support 25

Policy, Planning and Research Unit 25
- Northern Strategy 26
- Strategic Planning 26
- Corporate Policy Development 26
- Interdepartmental Policy Coordination 26

Financial Report 27
- Financial Report Notes 28

Contact Information 28

Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor
Province of Saskatchewan

Dear Madam:

I respectfully submit the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2001.

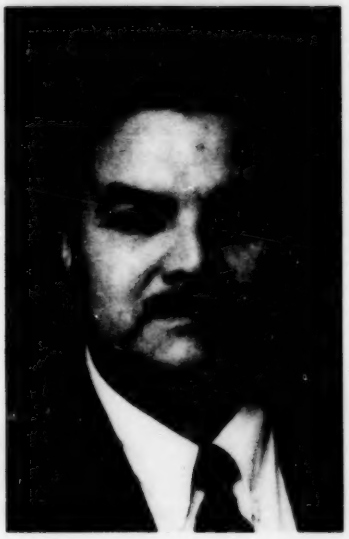
Keith Goulet
Minister of Northern Affairs

The Honourable Keith Goulet
Minister of Northern Affairs
Regina, Saskatchewan

Dear Sir:

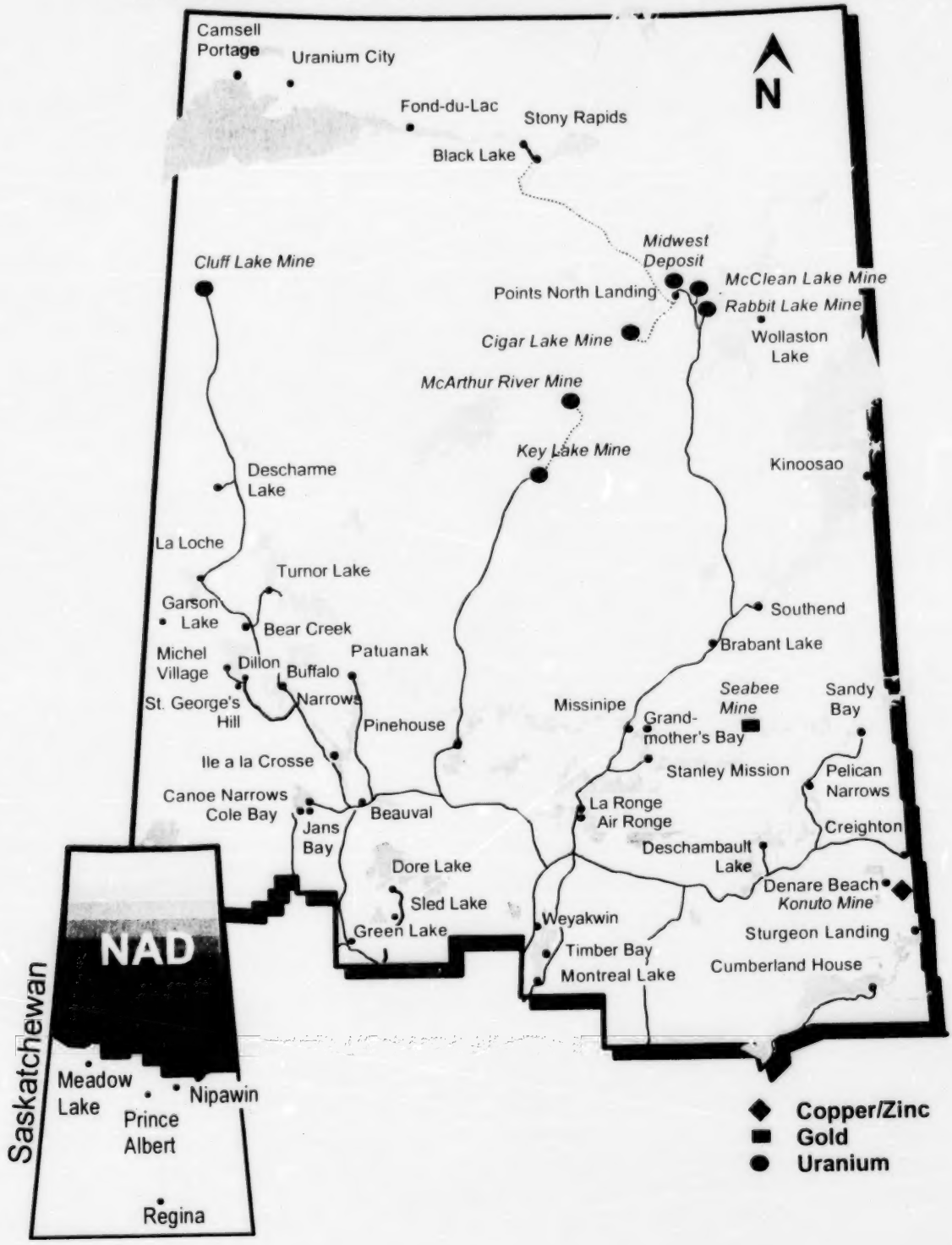
I have the honour of submitting the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2001.

Respectfully submitted,

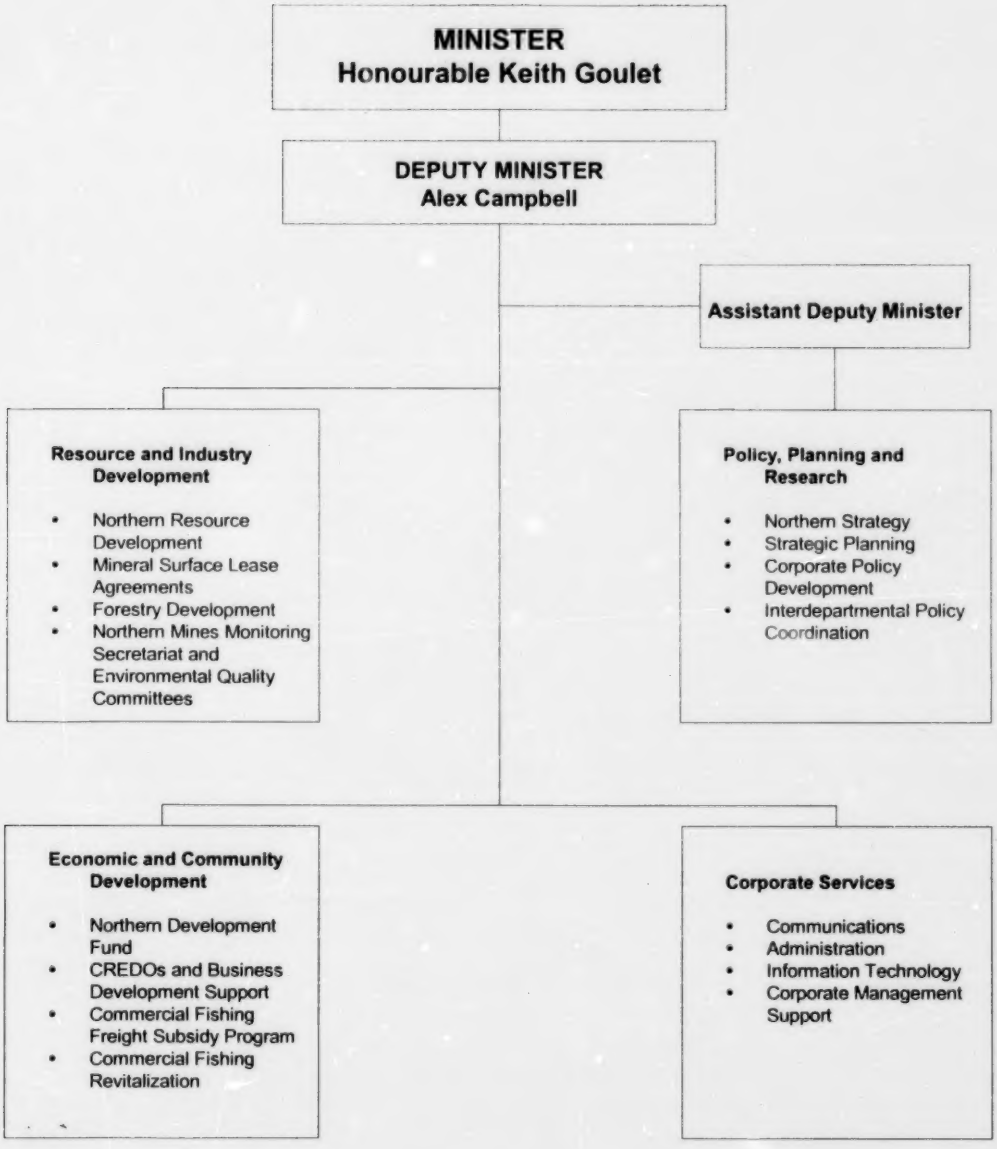


Alex Campbell
Deputy Minister

Northern Administration District (NAD)



Organization Chart



Saskatchewan Northern Affairs Overview

The Office of Northern Affairs, established in 1996 under the authority of the *Northern Affairs Act*, was created to better advocate, monitor and coordinate provincial government planning, evaluation and programming in the Northern Administration District. Northern Affairs' mandate includes:

- policy development including implementation of the Northern Strategy;
- coordination of interdepartmental activities, including brokering between departments, communities and industry to resolve issues and better capture northern opportunities; and
- provincial government communications with northerners and northern communities.

Specific program responsibilities include:

- Northern Development Fund economic development programs including grants, loans, and business development services;
- Commercial Fishing and Freight Subsidy and Price Support Program;
- negotiation and administration of Surface Lease Agreements for northern mines, including socio-economic, land tenure, environmental and occupational health and safety provisions as coordinated with various provincial government departments and industry;
- operation of the Northern Mines Monitoring Secretariat, which coordinates provincial government activities pertaining to northern uranium mining and supports regional Environmental Quality Committees; and
- support for operation of the mineral sector Multi-Party Training Plan in cooperation with the Northern Labour Market Committee and Saskatchewan Post-Secondary Education and Skills Training.

The Office of Northern Affairs also provides a central focal point for northern access to the provincial government. Northern Affairs is often contacted by Saskatchewan residents, northern communities and organizations seeking assistance, information or referrals on northern issues and interests.

Organization and Structure

Saskatchewan Northern Affairs, including the Deputy Minister's Office, is headquartered in La Ronge. The Assistant Deputy Minister's Office and the Executive Director of the Resource and Industry Development Division are located in a sub-office in Regina. Northern Affairs also has an economic development field manager in a satellite office in Creighton.

Throughout 2000-2001, Northern Affairs was actively involved in building upon its five-year strategic plan as part of the government-wide Performance Measurement and Accountability Framework Project lead by the Department of Finance and Executive Council. Divisional operational plans and individual employee work plans were also refined to ensure consistency with Northern Affairs' overall strategic direction. Throughout the strategic planning process, employees were actively engaged in discussions as an avenue to build corporate knowledge regarding roles, responsibilities, and priorities of Northern Affairs.

Organizational adjustments were made to address Northern Affairs' expanding role in Northern Strategy coordination and its linkage to other interdepartmental initiatives. These included re-organizing the Policy, Planning and Research Division as a Unit that reports directly to the Assistant Deputy Minister's Office.

Northern Strategy

The Northern Strategy was adopted in 1998 in partnership with northern First Nations, the Métis Nation and northern municipalities. The Strategy includes five goals, 21 objectives and several enabling mechanisms agreed to by the parties. Northern Affairs continued to work with its northern partners and federal and provincial government departments to implement the Strategy.

The Strategy proposes a Canada-Saskatchewan Northern Development Accord, a Northern Development Board and completion of a Strategic Opportunities Assessment. Pending achievement of a federal-provincial Accord, the Minister of Northern Affairs appointed an Interim Northern Development Board (INDB) in 1998. The INDB was established to provide direction for the Strategic Opportunities Assessment, to assist in development of the proposed Accord and to further define the role and operations of the Board that would be established as part of the Accord.

The Province and the Board believe that the proposed Accord is a means to address recommendations arising from the 1997 report of the Joint Federal-Provincial Panel on Uranium Mining Developments in Northern Saskatchewan and the federal government's 1997 response to the Royal Commission on Aboriginal Peoples report. The proposed Board would more fully involve northern residents and communities in the planning and prioritizing of government initiatives in the Northern Administration District.

The INDB, in concert with Northern Affairs, managed Phase I of the Strategic Opportunities Assessment (SOA) aimed at identifying opportunities for economic development and diversification in the North, as well as human capacity building and infrastructure requirements for the realization of these opportunities. Building on the foundation of SOA Phase I, SOA Phase II studies were initiated in late 1999-2000 to document particular opportunities in key sectors of the northern economy. These

Members of the Interim Northern Development Board as of March 31, 2001:

SASKATCHEWAN ASSOCIATION OF NORTHERN COMMUNITIES:
Mayor Max Morin, Ile a la Crosse – Board Co-chair
Mayor Georges Mercredi, Stony Rapids
Mayor Wilfred Boychuk, Creighton (A)

PRINCE ALBERT GRAND COUNCIL
Grand Chief Gary Merasty, Prince Albert – Board Co-chair
Vice Chief Ed Benoanie, Wollaston Lake
Don Deranger, Stony Rapids (A)

MEADOW LAKE TRIBAL COUNCIL
Chief Elmer Campbell, Dillon
Vern Bachiu, Meadow Lake
Vice Chief Eric Sylvester, Meadow Lake (A)

MÉTIS NATION OF SASKATCHEWAN
Al Rivard, La Ronge
Alex Maurice, Beauval
Norman Hansen, Buffalo Narrows
Dale McAuley, Cumberland House
Brian Chaboyer, Cumberland House (A)
Allen Morin, Ile a la Crosse (A)

ATHABASCA ECONOMIC DEVELOPMENT AND TRAINING CORPORATION
Chief Edwin Boneleye, Black Lake
Chief Louis Josie, Wollaston Lake
Chief Eddie Martin, Fond du Lac (A)

GOVERNMENT OF SASKATCHEWAN
Alex Campbell, Deputy Minister, Northern Affairs
Donovan Young, A/Assistant Deputy Minister, Intergovernmental and Aboriginal Affairs
Alayne Bigwin, Assistant Deputy Minister, Northern Affairs (A)

GOVERNMENT OF CANADA
Roy Bird, Regional Director-General, Indian and Northern Affairs Canada
Randy Brothen, Indian and Northern Affairs Canada
Ray Gamracy, Indian and Northern Affairs Canada (A)
(A – Alternates)

studies were funded through the Canada-Saskatchewan Western Economic Partnership Agreement. The INDB has been active in the review and approval process for each of the studies. SOA Phase II projects completed in 2000-2001 include:

- **Strategic Investment Plan** that itemized business development opportunities which can most readily be implemented in support of viable northern economic development;

- **Athabasca Transportation Study** that documented transportation, re-supply and warehousing opportunities related to the transition from water transport to land via the Athabasca Road; and

- **Forestry Development Incubator Assessment** that provided options to increase the capacity and number of northern contractors participating in future forestry developments.

Strategic Opportunities Assessment Phase II projects continuing into 2001-2002 include:

- **Fish Processing Study** to explore the feasibility of value-added processing of northern Saskatchewan freshwater fish in a Saskatchewan based processing facility;

- **Northern Aquaculture Study** to assess the feasibility of increasing fish production in northern lakes to support expansion of the northern commercial fishing industry; and

- **Phase II of a Northern Tourism Development Plan** led by Tourism Saskatchewan. The project involves community-based tourism workshops (with industry participants and other stakeholders) that will review results of the Phase I assessment and contribute to a framework for a comprehensive tourism development plan for northern Saskatchewan.

Throughout the year, the Interim Northern Development Board continued to consider equity investment requirements to support northern economic development and diversification. Using the Strategic Investment Plan report, noted above, the Board considered several models for creating a Northern Equity Investment Fund to be managed by a proposed Northern Development Corporation. The Corporation would assist in identifying sustainable northern business development projects and attracting public and private equity investment for such projects.

The INDB continues to recommend that an equity fund – specifically established to support development of the northern Saskatchewan economy – should be a priority initiative under the proposed Canada-Saskatchewan Northern Development Accord.

During the year under review, Northern Affairs Minister Keith Goulet, members of the INDB, and Northern Affairs officials met with federal Ministers and officials to press for a response from Canada respecting the proposed Accord, which had been drafted by an INDB sub-committee including federal and provincial officials. During a March 2001 meeting, the Honourable Robert Nault, Minister responsible for Indian and Northern Affairs Canada, indicated his intention to seek a formal federal government mandate for the proposed Accord and to determine its terms early in the new fiscal year.

During 2000-2001, substantial progress was achieved in implementing the Northern Strategy Implementation Framework. The Framework establishes an internal provincial process to support planning and coordination of provincial government initiatives in support of the Northern Strategy. This includes an annual Deputy Ministers Forum and creation of an Assistant Deputy Ministers' Steering Committee, both of which are chaired by Northern Affairs.

Through the Implementation Framework, progress was made in identifying priority northern issues and the need for increased collaboration among provincial government departments. An initial gap analysis was completed and a Task Team was established to examine options for working

with northern residents and communities to strengthen capacity building.

Northern Affairs also began preliminary work on developing conceptual models for greater community and industry involvement in the Northern Strategy. Further work in this area will be undertaken in 2001-2002.

Centenary Fund

In March of 2000, the province created a four-year $120 million Centenary Fund to support provincial infrastructure improvements in preparation for the 100th anniversary, in 2005, of Saskatchewan becoming a province. The Centenary Fund includes provisions that, on average, a minimum of $5 million per year will be applied to projects in northern Saskatchewan.

During 2000-2001, Northern Affairs worked closely with other provincial government departments to consider priorities for Centenary Fund projects in the Northern Administration District. Projects which received funding included:

- improvements to highways 123 and 955;
- northern water and sewer development and upgrade projects;
- development of a new regional library headquarters building in Air Ronge;
- a program to improve commercial fishing lakeside facilities (see pages 14-15);
- restoration work on the Stanley Mission Church;
- northern campground and portage improvements;
- northern geophysical surveys in support of increased northern mineral exploration;
- several environmental clean-up projects;
- support for northern community participation in expanded forestry development; and
- information technology support for Northlands College.

More than $6 million was provided from the Centenary Fund in 2000-2001 for the above projects. A further $1 million was allocated to the Saskatchewan Housing Corporation for use in new housing development projects currently being developed for northern Saskatchewan.

Special Grants

In addition to the Northern Development Fund grant program, Northern Affairs also facilitates individual initiatives in the interest of the development and well-being of northern Saskatchewan. Special grants approved for this purpose in 2000-2001 included contributions to:

- the Saskatchewan Association of Northern Communities (New North);
- northern districts of the Métis Nation to permit consideration of incorporation options to participate in the proposed Northern Development Corporation/Northern Equity Investment Fund;
- the Lac La Ronge Indian Band for a Women and Wellness Conference; and
- the Saskatchewan Geological Society for development of a Saskatchewan Geological Survey Map.

Economic and Community Development Division

The Economic and Community Development Division of the Office of Northern Affairs provides financial and business support services to northern entrepreneurs, businesses, cooperatives, community development corporations, and other organizations. These services include the identification and evaluation of business opportunities, business plan development, financing through the Northern Development Fund and other sources, organizational development, management counselling, business skills training, and other advisory services.

The Division provides strategic and developmental assistance to a number of economic sector associations and actively participates in various interdepartmental and interagency forums, representing economic and business development interests in northern Saskatchewan.

The Division also provides referrals to other government programs and services.

These financial, professional, and technical services are vital in developing the northern economy and assisting northerners to successfully respond to potential business opportunities. These opportunities are in resource sectors such as forestry and mining, new and emerging industries such as special forest products and eco-tourism, and the traditional pursuits of commercial fishing, trapping and wild rice production.

Northern Development Fund

The Northern Development Fund (NDF) was established in February 1995 to stimulate economic and business development in northern Saskatchewan, and to facilitate northern job creation.

The Northern Development Fund provides:

- commercial loans to northern businesses;
- primary production loans to trappers, commercial fishers, and wild rice growers;
- grants for marketing, research, and development;
- grants for organizational development and business skills training;
- grants to encourage and support youth entrepreneurship; and
- financial support for Community-based Regional Economic Development Organizations (CREDOs).

During 2000-2001, the Northern Development Fund's financial activity exceeded $2.8 million in loans and grants for northern business development and for support of CREDOs.

Loans

In 2000-2001, the Northern Development Fund supported economic and business development in the North through a loan program (see figure 1), that included approval of:

- 18 commercial loans, totalling $1,492,895; and
- 77 primary production loans, totalling $413,829.

Three of the commercial loans were syndicated (whereby other lenders share the financing, security, and risk) allowing larger projects to be funded. In addition to its own loan funds, the NDF took a lead role in managing $552,272 of loan funds from several other funding agencies for these three projects.

Syndicated loans represent an important collaboration among agencies involved with northern economic development. Such loans are increasingly being applied to support larger economic development and diversification projects.

In 2000-2001, commercial loans assisted with the creation and maintenance of 52 jobs. In the primary production area, 129 jobs have been created and maintained in seasonal harvesting activities in commercial fishing, trapping, and wild rice.

Cumulative activity in the six-year period since the Fund was established includes:

- $8,859,955 in commercial loans;
- $1,567,286 in primary production loans;
- principal repayments of $6,640,921;
- interest payments of $1,038,472;
- 447 commercial sector jobs created;
- 117 primary production jobs created; and
- 112 commercial businesses created or assisted.

Grants

During 2000-2001, the NDF supported marketing and research, and organizational and business skills development, through a grant program (see figure 2), that included approval of:

- 29 grants for marketing, research, and product development totalling $319,580; assisting northerners in tourism, forestry, primary production, small manufacturing, heavy construction, and community/industry joint ventures;
- 16 grants for organizational and business skills development projects, totalling $87,896 supporting tourism operator training, local economic development seminars, planning and development for volunteer boards; and

Figure 1. 2000-2001 Northern Development Fund loans summary by industry sector.

Figure 2. 2000-2001 Northern Development Fund grants by sector. In addition to the above, eight grants totalling $480,000 were provided in support of the 2000-2001 operations of the CREDOs.

- 3 youth entrepreneurship grants totalling $24,146.

These grants support a wide variety of northern projects, including such activities as:

- $13,300 to Hatchet Lake Economic Development Corporation to assist with business planning and arrangement of funding to construct a fish packing plant;
- $11,680 to North West Communities Wood Products to support site evaluations of a number of sawmills in Quebec to see the latest technology;
- $10,000 to Dazi Regional Economic Development Corporation to assist with planning and implementing Métis tourism projects; and
- $10,000 to Northern Saskatchewan Tourism Inc. to support the participation of two northern Aboriginal tourism operators in the North American Guide Exchange project initiated by the Saskatchewan Wetlands Conservation Corporation.

Community-based Regional Economic Development Organizations (CREDOs)

During 2000-2001, the NDF supported the eight Community-based Regional Economic Development Organizations (CREDOs) in the NAD with operating grants totalling $480,000.

The purpose of the CREDOs is to develop an improved capacity at the regional level for the delivery of grassroots community economic development services and initiatives.

CREDOs are legally incorporated as either non-profit corporations or non-profit cooperatives and are regulated by either *The Non-profit Corporations Act* or *The Cooperatives Act*.

Members of a CREDO may include municipal governments, First Nations, development corporations, Métis organizations, and community-based developmental groups resident within the CREDO target region.

The eight CREDOs supported by the NDF during 2000-2001 include:

- Dazi Regional Development Corporation (representing Buffalo Narrows, Michel Village, St. George's Hill, and Turnor Lake);

- Three Rivers CREDO Board Inc. (Beauval, Cole Bay, Green Lake, Ile a la Crosse, Jans Bay, Patuanak, and Pinehouse);
- Clearwater Regional Development Corporation (La Loche, Bear Creek, Black Point, Garson Lake, and Descharme Lake);
- La Ronge/Air Ronge Community Development Corporation (La Ronge, Air Ronge, and area);
- Central Cree Economic Development Corporation (Montreal Lake, Weyakwin, and Timber Bay)
- Creighton Regional Development Corporation (Creighton, Peter Ballantyne Cree Nation, and area);
- Northeast Economic Development Association (NEDA) (Cumberland House, Deschambault Lake, Pelican Narrows, and Sandy Bay): and
- Athabasca Economic Development & Training Corporation (Wollaston, Stony Rapids, Black Lake, Fond du Lac, Uranium City, and Camsell Portage).

Northern Review Board

The Northern Review Board (NRB) is comprised of experienced business people, leaders, and professionals from various northern communities. Board members provide liaison with northern communities in guiding the activities of the NDF. Board members during the year included:

- Glen LaValley of Creighton, Board Chairperson; owner of LaValley Artworks;
- Cornelius Ballantyne of Deschambault Lake: former Peter Ballantyne Cree Nation councillor;
- Laura Durocher of Buffalo Narrows: administrator of the Northern Village;
- Pierre Robillard of Black Lake: tourist guide, former Black Lake Dene First Nation councillor;
- Teddy Clarke of La Loche: owner of Clarke's Northern Outfitters and employed at CHPN radio station;
- Rose Daigneault of Ile a la Crosse: administrator of the Northern Village;
- Rhonda Desjarlais of Cumberland House: employed by Northcote Métis Development Corporation;
- Denise D'Amour of La Ronge: director of program management with Northlands College and co-chair of the Northern Apprenticeship Committee; and
- Earl Cook of La Ronge: regional director of the Northern Branch of Saskatchewan Post-Secondary Education and Skills Training.

During 2000-2001, the NRB:

- provided recommendations to the Minister on all commercial loan applications that exceeded the $25,000 threshold; and
- provided advice and feedback to Northern Affairs staff on NDF policy and other matters related to northern economic development.

A review of the role and operations of the Board completed during the 1999-2000 fiscal year has resulted in the Board assuming more responsibilities and greater decision-making powers during the past year. Through its meetings during 2000-2001, the Board:

- reviewed and recommended revisions to the Northern Development Fund's policies, procedures and protocols;
- recommended lowering the equity requirement for primary production loans from 25 per cent to 10 per cent;
- recommended removing the need for primary production applicants to have a prior production record: applicants are now eligible if they have worked in the industry for at least three years;
- initiated more regularly-scheduled meetings and increased liaison with Northern Affairs

staff to improve client service and project planning;

- increased its role in the support and direction of the CREDOs, including regular reviews, interaction at the regional level, and participation in a north-wide CREDO workshop;

- increased the profile of the Board through public relations activities; and

- strengthened the function of the Board by actively promoting the economic development interests of northerners.

Commercial Fishing

Freight Subsidy and Price Support Program

The Commercial Fishing Freight Subsidy and Price Support Program supports the commercial fishing industry in northern Saskatchewan through two components:

- a freight subsidy to help equalize transportation costs for fishers throughout the North; and

- a price support mechanism to compensate for reduced prices or increased operating costs.

The freight subsidy helps offset high transportation costs for fish shipped from more distant and remote areas to the Freshwater Fish Marketing Corporation processing plant in Transcona, Manitoba. The Corporation is a federal Crown corporation.

During 2000-2001, support provided to the northern commercial fishing industry by Northern Affairs included:

- payments under the fish freight subsidy and price support program totalling $384,962;

- a core organizational funding grant of $30,000 for the Saskatchewan Commercial Fishermen's Co-operative Federation Ltd.; and

- an annual payment of $15,000 to the Freshwater Fish Marketing Corporation for administering the fish freight subsidy and price support program.

During 2000-2001, the program helped support more than 500 licensed fishers in northern Saskatchewan, each employing one to three people.

Commercial Fisheries Revitalization Strategy

Northern Affairs continued to work in co-operation with Saskatchewan Environment and Resource Management (SERM) and the Saskatchewan Commercial Fishermen's Co-operative Federation Ltd. (SCFCFL) to revitalize the province's commercial fishing industry.

A study of the industry commissioned by Northern Affairs and SERM during 1999-2000 identified the need for a strategy to build the capacity of the co-operatives, improve co-management of the fisheries, and increase the effectiveness of the fish processing and marketing operations.

Northern Affairs staff from the Economic and Community Development Division and the Resource and Industry Development Division worked with SERM and the SCFCFL to implement several initiatives under this strategy. These initiatives have included:

- assisting commercial fishers to restore local fishing co-operatives that had become inactive and to establish several new ones;

- developing an options paper on the introduction of fees to help with the SCFCFL's annual operating revenues;

- assisting SCFCFL with the development of proposals for a northern aquaculture feasibility assessment and a fish processing plant feasibility assessment and business plan;

- providing financial support for an annual commercial fishers conference;

- changing the primary production loans program to make it more accessible to first-time applicants and young northerners;

- establishing a Northern Saskatchewan Fisheries Infrastructure Program to assist

with the improvement of lakeside facilities; and

- providing funding for the SCFCFL to contract a project manager for the Infrastructure Program.

The Infrastructure Program, administered by the SCFCFL in cooperation with Northern Affairs, is assisting cooperatives to improve northern lakeside packing and shipping facilities to ensure that the quality of fish is maintained for domestic and international markets.

Specific improvements include construction of new fish packing plants and ice-houses, purchase of new equipment, and improvements to existing buildings and equipment. A total of $700,000 was provided for these projects from the Province's Centenary Fund.

The grants will assist 17 cooperatives based at Cumberland House, Deschambault Lake, Dillon, Dore Lake, Fond du Lac, Ile a la Crosse, La Loche, Montreal Lake/Weyakwin, Patuanak, Pelican Narrows, Pinehouse, Reindeer Lake, Sandy Bay, Smoothstone Lake, Turnor Lake, Wapawekka Lake and Wollaston Lake.

About three million kilograms of Saskatchewan fish with a lakeside value of more than $4 million are currently marketed commercially each year, including whitefish, mullet, lake trout, pickerel and northern pike.

Resource and Industry Development Division

The Resource and Industry Development Division assists northerners, industry and governments to identify, plan and implement northern resource and industry developments that afford long-term social and economic benefits in the North.

The Division provides:

- policy advice to government on initiatives and activities that are targeted towards, or may have implications for, the North;
- extensive analysis of northern project proposals regarding their potential benefits for northerners and their implications for other government policy and program initiatives; and
- interdepartmental coordination to encourage increased involvement by northerners in northern development decision-making approaches, and to ensure effective and efficient policy and program delivery in northern Saskatchewan.

Northern Resource Development

Mineral Surface Lease Agreements

During 2000-2001, the Division continued to negotiate and administer surface lease agreements for mines located on Crown land in the Northern Administration District. Surface leases provide the proponent with land tenure and, in the case of uranium mine developments, ensure appropriate provincial regulatory control over environmental protection and worker health and safety. They also address training, employment and other socio-economic benefits for northerners from northern mining operations.

Northern Affairs, in cooperation with Saskatchewan Environment and Resource Management and other provincial departments and agencies, coordinates the preparation and administration of these surface leases. Surface lease administration involves numerous functions:

- preparing property assignments, assignments of interest, and assignments of leases as collateral security;
- coordinating and processing legal surveys, and partial or full surrenders;
- facilitating the resolution of issues arising among industry, government and the public; and
- ensuring proponent compliance with mineral surface lease obligations.

In 1997, a Joint Federal-Provincial Panel on Uranium Mining Developments in Northern Saskatchewan completed its six-year environmental assessment of all aspects of five different uranium mining proposals. Public hearings included meetings in many northern communities.

The first project to receive both federal and provincial environmental approvals – McArthur River – had its surface lease renegotiated in 1999. This new agreement established a benchmark model for the renegotiation of all other northern uranium mine surface leases. Northerners, through their Environmental Quality Committee representatives, reviewed and provided input into drafts of the new model surface lease.

The McArthur River surface lease captures the applicable commitments made by the company and the government during the Panel's review of the project. Reporting requirements by the company were also strengthened.

The Division continued to administer 14 surface leases for northern uranium, gold, and copper mines in various stages of development from construction through to post-decommissioning monitoring.

These included the Rabbit Lake, Midwest, Cigar Lake, McClean Lake, Cluff Lake, McArthur River, Key Lake and Beaverlodge uranium mines; the Parks Lake Tailings Management Facility at

Rabbit Lake; the Contact Lake, Seabee, Jolu and Star Lake gold mines; and the Konuto copper-zinc mine near Denare Beach.

During 2000-2001, administration and negotiation of surface leases included:

- responding to a variety of requests from mining companies, processing assignments of interest and other documents, and coordinating relevant agencies' reviews and approvals;
- continued renegotiation of three specific northern mineral surface leases (McClean, Midwest and Cluff Lake);
- responding to requests from various agencies, providing advice, preparing briefing notes and correspondence, initiating negotiations, and coordinating Ministerial approval of northern mining projects; and
- guiding the development of, and receiving, reviewing and circulating mining companies' annual submissions of Northern Business Reports and Forecasts; and maintaining liaison with colleague departments regarding the monitoring, review, and follow-ups related to the reports and forecasts.

Human Resource Development Agreements

Each mineral surface lease requires the mining company to enter into a separate project-based Human Resource Development Agreement (HRDA) in which the employer commits to efforts to increase the hiring, training, and advancement of northerners and to increase the utilization of northern contractors and businesses.

The goal of each HRDA is to reduce the barriers which otherwise prevent northerners from taking full advantage of the potential for economic and social development associated with mining projects in the North.

Saskatchewan Post-Secondary Education and Skills Training (PSEST) negotiates HRDAs with the mining companies, in consultation with Northern Affairs. The HRDA requires each mine operator to develop a Human Resource Development Plan. This plan is reviewed annually for each project and identifies the employer's strategy for improving northern socio-economic benefits. It also reports on the company's success during the previous year in meeting its commitments towards education, training, and other services for employees.

During 2000-2001, the Division continued to work with Saskatchewan Post-Secondary Education and Skills Training in the administration of the HRDAs. The Division and PSEST also restructured and updated the HRDAs to reflect changes in the industry.

Northern Labour Market Committee

The Northern Labour Market Committee (NLMC) is the main forum in the North for government, employers, and other agencies to address issues relating to employment, training and economic development. The Comittee meets on a quarterly basis.

The NLMC identifies emerging labour market and economic development issues in northern Saskatchewan, and develops recommendations and initiatives to enable northerners to benefit from employment and economic opportunities.

Participation in the NLMC includes: federal, provincial, Aboriginal and municipal governments; Aboriginal and other non-government organizations; training institutes; economic development groups; the forestry, mining, construction, and trucking industries; and related business services.

Working sub-committees of the NLMC undertake the development and implementation of action plans to address issues identified by the Committee. These groups include: the Mineral Sector Steering Committee, the Northern Apprenticeship Committee, the Forestry Training Sub-Committee, the Education and Training Sub-Committee, the Gary Tinker Federation Sub-Committee, the Career Services Sub-Committee, the Northern Health Training and Employment Sub-Committee, the Oil Sands Committee, and four regional training councils.

In 2000-2001, the Deputy Minister of Northern Affairs served as co-chair of the NLMC with representatives of Cameco Corporation and the Métis Nation of Saskatchewan. The Manager of the Northern Mines Monitoring Secretariat

continued to represent Northern Affairs on the Mineral Sector Steering Committee, and a regional manager from the Economic and Community Development Division represented Northern Affairs on the Forestry Training Sub-Committee.

The NLMC has played a central role in northerners' successes in gaining employment from, and securing contracts tied to, resource developments in the north.

In 2000, in the mining industry alone, northerners employed directly by the mining companies received $23.2 million in wages. Mines in the development and operating phases spent over $123.2 million on contracts, goods, and services from northern Saskatchewan businesses and joint venture companies (see figure 3).

Mineral Sector Multi-Party Training Plan

The Multi-Party Training Plan was developed and is implemented by the Mineral Sector Steering Committee of the Northern Labour Market Committee. It involves matching northern training programs with the projected employment needs of the mines.

The Plan coordinates and funds training for northerners, helping to prepare them for jobs in northern Saskatchewan's mining industry. During its first five years, 1993-98, the Plan provided $13 million in funding and in-kind contributions to support a broad range of training directly or indirectly related to the mineral industry. Building on the success of the first Plan, a second $13 million five-year agreement was initiated in February 1999. The new plan includes professional, job skill, and technical training, retraining for existing employees, and support for entrepreneurs.

The Plan represents a unique multi-stakeholder partnership among many public, private and non-profit organizations, including provincial and federal departments, Cameco Corporation, Cogema Resources Incorporated, Cigar Lake Mining Corporation, Claude Resources, Northlands College, Prince Albert Grand Council,

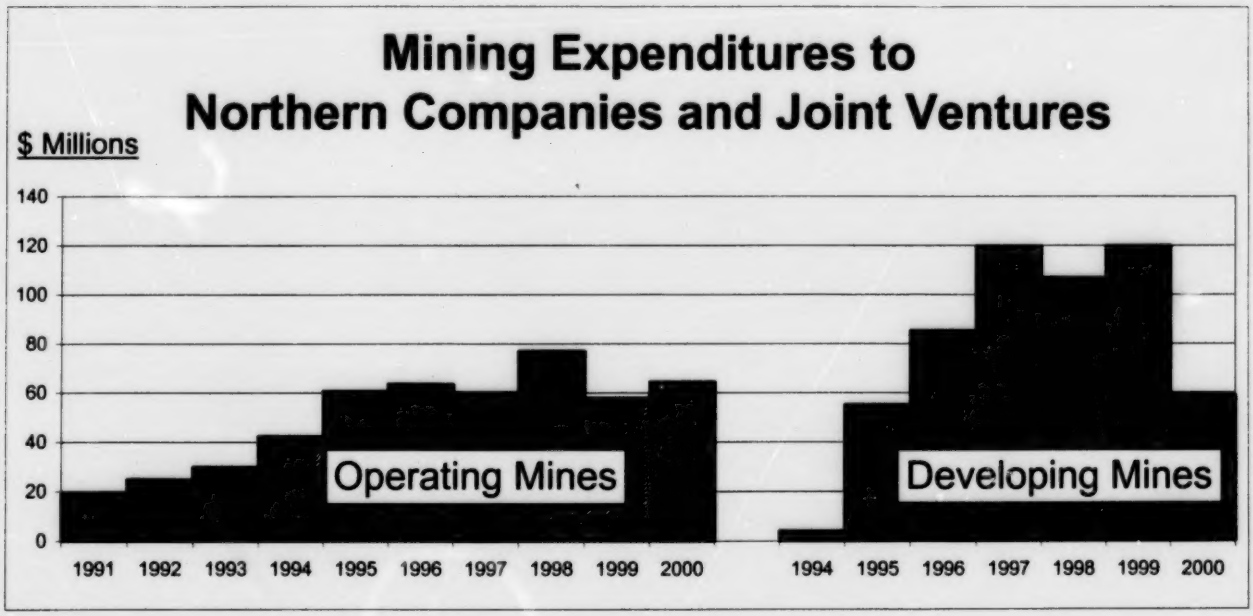


Figure 3. Value of northern business and joint venture contracts awarded by mining companies operating in northern Saskatchewan, 1991-2000.

Meadow Lake Tribal Council, and four Métis agencies including Jim Brady, Northcote Métis, Northern Region III Métis, and Methy Pathways.

The Plan oversees assessment and selection of candidates, pre-employment training, skill training, job training, and ongoing retraining and job advancement. Mining companies participate in the planning process and in the selection of trainees, and hire most of the graduates. Mining project contractors and sub-contractors are also committed to hiring and training northerners as part of the Plan.

The Plan has achieved a major increase in the number of northerners in the gold and uranium mining industries, and has helped increase the skill levels of northerners working at the mines.

From 1993 to 2000, the Plan has sponsored over 1,600 enrolments in adult education, employment readiness, and technical and supervisory training, mostly delivered in the North through Northlands College. Eighty-nine per cent of the students were of Aboriginal ancestry.

Many northerners have gained rewarding careers as a result of training received through the Plan. During 2000-2001, the number of northerners working for the mining companies and on-site contractors averaged 1,300, representing nearly half of the workforce. Eighty per cent are of Aboriginal ancestry, the highest rate of Aboriginal employment in mining of any region of Canada. Other northerners are involved in mining-related employment such as construction and trucking.

Forestry Development

During 2000-2001, Northern Affairs continued to work with the departments of Environment and Resource Management and Economic and Cooperative Development to coordinate the implementation of Saskatchewan's comprehensive Forest Economic Development Strategy, announced in April 1999.

With plans to double the size of the industry through private sector investment of over $850 million, twelve facilities are targeted for construction or expansion. These would, in turn, create an estimated 4,000 to 5,000 person years of construction employment and almost 10,000 direct and indirect jobs within the first few years of implementing the strategy. Proposed developments for northern Saskatchewan, include:

- new sawmills near Deschambault Lake and Creighton, and a value-added finger jointing facility in Prince Albert, to be built by the Peter Ballantyne Cree Nation and a yet-to-be confirmed industrial partner;

- a new sawmill and possible future value-added manufacturing facilities at La Ronge, to be built by the Lac La Ronge Indian Band and Zelensky Bros. Sawmill, in partnership with a future industrial partner;

- a new sawmill in Beauval and finishing facilities in Green Lake, to be built by Northwest Communities Wood Products, a partnership involving five northwest Métis communities (Beauval, Green Lake, Ile a la Crosse, Patuanak and Pinehouse) and a future industrial partner; and

- a new sawmill to be built by Green Lake Métis Wood Products.

The province's forest economic development strategy is based on several key principles including: ecosystem sustainability, enhanced participation in the industry and in forest management by northern and Aboriginal communities, and expansion of Saskatchewan forest-based manufacturing into value-added markets.

Key for northerners are provisions within the overall plan for development that would also see the Peter Ballantyne Cree Nation, Lac La Ronge Indian Band and Northwest Communities assume shared responsibility, within their respective partnerships, for three new long-term Forest Management Agreements. These would ensure adequate wood supplies for the planned developments, with harvesting taking place in accordance with locally determined priorities.

Overall, work over the course of the year has involved continued liaison with other provincial and federal departments and agencies to develop specific strategies and action plans concerning: adequate wood supplies, financing

requirements, ways and means to facilitate value-added developments, research and development, and the promotion of northern business development and employment opportunities. Specific attention has focussed on:

- advancing plans for the establishment of a Saskatchewan Forest Centre to lead the transfer of technical knowledge required to support major expansion of the sector;
- identifying options and required actions to facilitate value-added processing and manufacturing developments, tied to ongoing expansion of primary processing capabilities in the sector;
- work with colleague departments, industry and northern partners to map out a specific long-term development plan for the forest industry on the West Side;
- development of a forest business "incubator" support strategy and implementation plan intended to provide critical support to both starting-up and expanding northern businesses involved in harvesting and hauling operations; and
- coordinating, with colleague provincial and federal departments and agencies, the provision of critical organizational and pre-operational planning supports for various northern partners involved with expansion of the industry.

Peter Ballantyne Cree Nation Churchill River Project

The Division continued work with officials from Crown Investments Corporation, SaskPower, Saskatchewan Energy and Mines, Hudson Bay Mining and Smelting Co. Ltd. and four federal authorities to support the Peter Ballantyne Cree Nation in undertaking a feasibility assessment of additional power production potential on the Churchill River and related regional economic development opportunities within their traditional lands. Results of the assessment are expected in late 2001.

The analysis will review the subject of power supplies, a key infrastructure requirement for supporting northern economic development. It will complement other economic analyses with which Northern Affairs is involved under the Northern Strategy.

Resource Development Coordination

During 2000-2001, the Division helped coordinate many aspects of northern resource development.

The Division reviewed and provided input on various policies, programs and strategic initiatives of other departments and agencies relating to the North, including:

- a response to northerners' concerns regarding the province's Representative Area Network initiative and the effect of isolating land from future economic developments;
- a preliminary proposal relating to the need for a policy framework on northern land initiatives;
- a report on the potential for energy conservation retrofitting in the northern communities of Saskatchewan;
- a discussion document titled *Creating Effective Collaborative Management for the 21st Century* and a related paper on expanding the role of co-management in northern environment and resource management;
- a framework document for Saskatchewan's Biodiversity Action Plan and a related status report following public consultation;
- an assessment of the implications for the North of the new Land Titles Act and the new Land Project (Land Titles Automated Network);
- a draft of a new "generic" next-generation Human Resource Development Agreement for northern mining operations;
- liaison with provincial officials to discuss progress on items stemming from the

Federal-Provincial Uranium Review Panel process and the proposed federal-provincial MOU on a Harmonized Regulatory Regime; and

- a proposal to establish a Northern Outfitting Advisory Committee.

The Division also analysed and commented on several project proposals, including those for:

- a comprehensive study report on Cluff Lake project decommissioning;
- construction and operation of a new tailings management facility at the Seabee Gold Mine;
- an addendum to the Environmental Impact Statement submitted by Goldfields Operating Company for an open pit mining operation at the Goldfields site;
- haulage of low-grade uranium ore from the McArthur River Mine to the Key Lake mill;
- Weyerhaeuser Canada's upgrade of the existing Big River Sawmill and extension of the Randall Lake haul road;
- Mee Toos Forest Products Limited's lumber finishing and remanufacturing facility; and
- the Limestone Lake sawmill.

The Division maintained membership in a broad range of interdepartmental and multi-stakeholder committees and groups addressing issues and initiatives having potential implications for the North. These included the Cumberland House Land Transfers Task Team and continued participation in the Pasqua-Porcupine, Amisk-Atik, La Ronge, Athabasca Road Corridor, North Central and Pinehouse/Dipper land use planning tables. The land use planning process enables greater public involvement in the establishment of plans to best manage forested and other Crown lands.

During 2000-2001, the Division worked with the Economic and Community Development Division of Northern Affairs to revitalize the province's commercial fishing industry. A number of initiatives were pursued during 2000-2001 under the Commercial Fisheries Revitalization Strategy (see page 14).

Northern Mines Monitoring Secretariat and Environmental Quality Committees

Northern Affairs established the Northern Mines Monitoring Secretariat (NMMS) and the Environmental Quality Committees (EQCs) in 1994-95 in follow up to the 1993 recommendations of the Joint Federal-Provincial Panel on Uranium Mining Developments in Northern Saskatchewan.

Based in La Ronge, the NMMS consists of representatives of all provincial departments having a regulatory or developmental role in the uranium industry in northern Saskatchewan.

During 2000-2001, these departments included: Environmental Protection and Environmental Assessment branches of Environment and Resource Management; Occupational Health and Safety Branch of Labour; Northern Branch of Post-Secondary Education and Skills Training; Northern Health Services Branch of Saskatchewan Health; Metallic Minerals Branch of Energy and Mines; and Northern Municipal Services Branch of Municipal Government. Both the Resource and Industry Development Division and the Economic and Community Development Division of Northern Affairs also have membership on the NMMS.

The Canadian Nuclear Safety Commission, the federal nuclear regulatory agency, and Indian and Northern Affairs Canada (INAC) also have memberships on the Secretariat.

The NMMS is chaired by the Executive Director of the Resource and Industry Development Division. It reviews the work of the EQCs and identifies opportunities for their strengthened involvement in monitoring northern uranium mining.

The NMMS is staffed by a Manager in La Ronge who coordinates and facilitates meetings and workshops for the EQCs, maintains liaison with NMMS member departments and company

officials in responding to EQC requests, and provides information to the public.

The EQCs are comprised of representatives of the "impact communities" as defined in the Human Resource Development Agreement (HRDA) negotiated for each uranium mine. Each impact community nominates one primary and up to three alternate representatives for their EQC. Representatives are in place for all six of the Athabasca member communities, 19 South Central communities, and 12 West Side communities. Each EQC has an elected chairperson.

The West Side EQC, chaired by Bobby Woods of Buffalo Narrows, is comprised of impact communities identified in the Cluff Lake Mine HRDA. The South Central EQC, chaired by Clifford Ray of Sandy Bay, represents impact communities associated with the Key Lake and McArthur River mines. The Athabasca EQC, chaired by Felix McDonald of Fond du Lac, includes impact communities related to the Rabbit Lake, McClean Lake, Midwest, and Cigar Lake mine projects.

The EQCs facilitate northern communities' communications with government and industry on uranium mining activities, including environmental protection, worker health and safety, and the socio-economic performance of the mining companies.

The NMMS serves as an administrative and financial support structure to the EQCs, providing technical information, coordination, and communication services.

Uranium mining companies have continued to cooperate with and support the NMMS and the EQCs. Eight visits to different northern mine sites were arranged during the year to provide EQC representatives with first-hand opportunities to monitor companies' operations and to have their communities' concerns and questions addressed. Other agencies assisting the NMMS and the EQCs with information and research over the course of the year include the University of Saskatchewan and Environment Canada.

In October 2000, the EQC initiative was renewed for a further five years. An overall advisory body was established during the renewal process – the Northern Saskatchewan Environmental Quality Committee – to further increase the EQCs' information sharing and comparative evaluations of uranium industry developments. The three EQCs continue to maintain their autonomy, operating as individual sub-committees.

Accomplishments of the Northern Mines Monitoring Secretariat

During 2000-2001, the Manager of the Northern Mines Monitoring Secretariat:

- chaired the coordinating committee of the industry-sponsored Community Vitality Monitoring Partnership Process, culminating with the issuance of the initiative's second annual report and a report analyzing migration by northerners from their home communities to, generally, southern centres;
- coordinated more than 20 EQC meetings with representatives from NMMS member departments, outside agencies and uranium mining companies to explain responsibilities and programs such as monitoring schedules, results of environmental studies related to uranium mining, Environmental Impact Statement (EIS) reviews, and special interest topics such as community vitality;
- communicated the activities of the NMMS and EQCs to the public through an annual report, newsletters, radio reports, and community meetings;
- initiated a weekly radio program, 'You Were Asking', providing information in English, Cree and Dene on uranium mining and how it is regulated; and
- participated as a member of various committees and working groups following up on provincial commitments to the 1991-1997 Joint Federal-Provincial Panel on Uranium Mining Developments in Northern Saskatchewan, such as the Cumulative Effects Working Group, the Mineral Sector Steering Committee of the Northern Labour Market Committee, and the Health Cumulative Effects Scientific Working Group.

Throughout the year, the NMMS Manager responded to 11 requests for information and presentations on the NMMS and EQCs, and other Northern Affairs' initiatives related to the mineral industry, from agencies and governments across the country and abroad.

Accomplishments of the Environmental Quality Committees

During 2000-2001, the Environmental Quality Committees:

- reviewed, discussed and provided comments on various documents, plans, and programs, including:
  - Environmental Impact Statements for proposed changes to milling locations for Cigar Lake ore;
  - the Cumulative Effects Monitoring Program (CEM), managed by SERM;
  - the Community Vitality Monitoring Partnership Process migration survey report; and
  - the design of a youth workshop initiated as a component of the Community Vitality Monitoring Partnership Process.
- toured the sites of six operating or proposed uranium mines in northern Saskatchewan, including meetings with executive staff, mine managers, and other personnel;
- participated in follow-up to the initial Environmental Impact Statement consultations regarding the decommissioning of the Cluff Lake mine;
- participated in presentations to three high schools on the West Side and one in the Athabasca region, on the activities of the NMMS and EQCs, and on SERM's CEM initiatives;
- participated in the field component of SERM's Cumulative Effects Monitoring Program by accompanying NMMS and SERM staff, as well as northern high school students, on a sample collection trip;
- took part in a two-day tour of the decommissioned uranium mines in Elliot Lake, Ontario, sponsored by Cogema Resources Inc.
- attended workshops on exploration activities, Human Resource Development Agreements, community vitality monitoring, radiation protection, and decommissioning requirements and approaches; and
- attended, along with NMMS staff, the Canadian Aboriginal Minerals Association conference in Sudbury, Ontario, which focussed on Aboriginal involvement in mining.

Corporate Services Division

The Corporate Services Division provides Administration, Information Technology and Communications services in support of the mandate and activities of Saskatchewan Northern Affairs. The division also contributes to Northern Affairs' corporate planning and management, including measures in support of the Northern Strategy.

During the year, plans were made to reorganize the division into two branches (Communications and Finance, and Administration) to be implemented in 2001-2002.

Communications

During 2000-2001, a variety of communications materials were produced including two issues of *Northern Focus*, a public newsletter that shares stories of how northern residents, organizations and communities have successfully used provincial government programs. The intent of the newsletter is to increase awareness and utilization of those programs by northerners.

A similar objective applies to the radio version of *Northern Focus*, which was produced during April-May and October-March. The weekly interview feature is heard throughout northern Saskatchewan via the Missinipi Broadcasting Corporation.

A Northern Affairs internet web site is maintained at www.northern.gov.sk.ca. During 2000-2001, the site provided information about the mandate and programs of the Office of Northern Affairs, provincial government tender and employment opportunities within the Northern Administration District, government news releases pertaining to the region, and development and implementation of the Northern Strategy. The site also provides on-line access to the Northern Saskatchewan Business Directory. As well, a number of publications are made available to the public through the web site including Northern Affairs' annual reports, the *Northern Focus* newsletter, and reports undertaken during the Strategic Opportunities Assessment part of the Northern Strategy.

Other communication services provided by the division include preparation of news releases, brochures, the annual report, informational advertising, displays, and audio-visual presentations. Responses and referrals are provided for inquiries from the media and general public, including requests made under *The Freedom of Information and Protection of Privacy Act*. Internally, communications support includes event coordination, preparation of briefing materials, and speech writing.

Administration

Northern Affairs receives administrative support from the Department of Economic and Co-operative Development in Regina for accounts payable, expenditure records, human resource records, and purchasing. Northern Affairs' annual budget is included within the Economic and Co-operative Development vote as approved by the Legislature.

However, Corporate Services' Business Manager in La Ronge coordinates most front line administrative services. This includes budget preparation and management, personnel recruitment, human resources policy administration (including employment equity and management-union committees), contract administration, local purchasing, payment authorizations and office space requirements. The 2000-2001 budget submission was coordinated with the development of Northern Affairs' 2001-2005 Strategic Plan.

Corporate Services has represented Northern Affairs in implementing the government's Northern Hire and Northern Procurement policies. During the year, it was determined that a full-time position was warranted if adequate support for the application of these policies within the

government overall was to be assured. The new position was approved as part of the 2001-2002 provincial budget and will be implemented during 2001. The Hire and Procurement policies are administered in co-operation with the Public Service Commission of Saskatchewan, Saskatchewan Property Management Corporation, Crown Investments Corporation of Saskatchewan and the purchasing and human resources units of all other provincial departments and agencies. The policies ensure and emphasize consideration of northern applicants and enterprises for employment and contract opportunities within the Northern Administration District.

Information Technology

The Division's Information Technology Coordinator provides systems support and training for all Northern Affairs personnel, maintains the Northern Affairs web site, develops specific computer-based program applications as required, and provides liaison with other provincial government information technology agencies.

During the year, a review of security requirements, specifically related to information technology systems, was completed to permit adoption of policies and procedures for implementation by all Northern Affairs divisions and personnel.

Corporate Management Support

The Division provides support to Executive Management and other divisions in undertaking analysis and design of new initiatives, and in facilitating inter-departmental and inter-governmental communications and co-operation. During 2000-2001, this role related primarily to implementation of the Northern Strategy and administration of the provincial government's Centenary Fund within the Northern Administration District.

The Division provided technical support to the Interim Northern Development Board and worked with Board members in completing some of the studies undertaken as part of the Strategic Opportunities Assessment component of the Northern Strategy. During 2000-2001, a priority for the Board was to continue studying ways to establish a northern Saskatchewan equity investment fund.

Support was provided to the Deputy Minister's office for continuing discussions with representatives of various federal government departments, including the Privy Council Office, as to the importance the Interim Board and the Province place on achieving a Canada-Saskatchewan Northern Development Accord and recognition of a continuing Northern Development Board. The Accord is intended to facilitate enhanced northern economic and social development through improved coordination, consultation and prioritization of new initiatives among the federal and provincial governments and northern political entities.

In consultation with a number of provincial government departments, the Division coordinated consideration of northern projects to be supported by a $5 million allocation from the Province's Centenary Fund, for which the Office of Northern Affairs was given lead responsibility. $3.7 million was allocated in 2000-2001. Provisions were made for the remaining $1.3 million to be committed in 2002-2003. Together with allocations made by other departments, Centenary Fund projects valued at more than $6 million were approved for the Northern Administration District in 2000-2001 – as outlined in the Overview section of this report.

Policy, Planning and Research Unit

The Policy, Planning and Research Unit, formerly an independent Division, was re-organized in 2000-2001 as a Unit with direct reporting functions to the Assistant Deputy Minister's Office. This reorganization was intended to better address overall coordination of the Northern Strategy Implementation Framework.

The Policy, Planning and Research Unit's

overall purpose is to provide information, analysis, development and advice regarding various policies. The Unit strives to strengthen policy capacity to ensure government receives the best possible advice, thereby enabling government to make the best possible decisions on issues affecting the North To achieve this end, the Unit works with internal and external stakeholders to increase awareness and to improve access to opportunities. The Unit is instrumental in providing overall policy support and, more specifically, responsible for the following functions:

- oversee Northern Strategy implementation and associated inter-departmental coordination;
- lead the strategic planning process in close collaboration with the three divisions of Northern Affairs;
- provide corporate policy analysis and advice to the Minister, Deputy Minister and senior managers;
- provide leadership and direction in the development and review of provincial policies, legislation, strategies and programs; and
- undertake and access research and trend analysis.

Northern Strategy

Policy, Planning and Research Unit responsibilities include support for the Northern Strategy Implementation Framework. This includes provision of logistical support to the annual Deputy Ministers' Forum, the ADMs Steering Committee including the development of the Annual Northern Strategy Progress Report, the Northern Strategy Interdepartmental Strategic Plan, and proposals for greater interdepartmental integration and coordination.

During 2000-2001, a Task Team was created to examine options for continued capacity building in the North. The Task Team, consisting of representatives from eleven government departments, is charged with building local expertise and strengthening community development and self-reliance.

Strategic Planning

In cooperation with the Corporate Services Division, the Unit refined the 2001-2005 Office of Northern Affairs strategic plan to better align the plan with the government-wide Performance Measurement and Accountability Project guidelines. Through this process, staff members were involved in the strategic planning process including preparation of related divisional and individual work plans.

Corporate Policy Development

The Policy, Planning and Research Unit was instrumental in establishing internal corporate policies and ensuring more efficient processes for internal dissemination of information.

Interdepartmental Policy Coordination

In 2000-2001, the Unit also assumed responsibility as a key player in a number of interdepartmental working groups and committees to help ensure that northern issues are addressed in the development of government-wide program and policy plans. This includes social development coordination responsibilities formerly assigned to the Resource and Industry Development Division.

During 2000-2001 the interdepartmental working groups and initiatives in which the Unit participated included the: Child Action Plan, Métis and Off-Reserve First Nations Working Group, Provincial Economic Development Strategy, Housing Strategy Committee, Disability Issues Committee, Northern Human Services Partnership, Northern Labour Market Education and Training Sub-Committee, Performance Measurement Network, NORTEP/NORPAC Review Committee, Biodiversity Interagency Committee, and the Legislative and Regulatory Review Committee.

Financial Report

	2000-01 Estimates	2000-01 Actuals	Notes
Northern Programs Management			
Minister's Office, Regina	329,000.00	344,290.93	
Deputy Minister's Office, La Ronge	367,200.00	319,110.55	
Special Projects	60,000.00	171,720.41	
Executive Director, Corporate Services	94,500.00	102,002.51	
Communications and Public Information Services	154,600.00	138,046.63	
Northern Database Services	61,700.00	63,233.33	
Business Management Services	293,000.00	301,324.80	
Assistant Deputy Minister	200,000.00	221,004.25	
	1,560,000.00	1,660,733.41	1
Northern Strategy			
JHESS Coordination	95,000.00	28,989.48	
Interim Northern Development Board	150,000.00	107,936.55	
	245,000.00	136,926.03	2
Resource and Industry Development Division			
Resource Policy	197,500.00	163,553.75	
Resource and Industry Development	141,900.00	152,816.57	
Northern Mines Monitoring Secretariat	98,600.00	121,409.24	
Environmental Quality Committees – Athabasca, West Side, South Central	108,000.00	95,932.21	
	546,000.00	533,711.77	3
Economic and Community Development Division			
Executive Director	140,200.00	110,372.84	
Northern Review Board	20,000.00	31,064.96	
Northern Business & Community Economic Development	802,800.00	821,513.51	
	963,000.00	962,951.31	
Northern Development Fund			
NDF Loan Loss Provision	830,000.00	158,492.11	
CREDOs	480,000.00	495,000.00	
Marketing & Research	250,000.00	302,009.57	
Organizational Skill Development	70,000.00	84,955.12	
Youth Entrepreneurship	50,000.00	24,145.70	
Economic Development Projects	50,000.00	0	
	1,730,000.00	1,064,602.50	4
Commercial Fishing Freight Subsidy and Price Support Program	305,000.00	429,962.19	5
Saskatchewan Northern Affairs Total	**5,349,000.00**	**4,787,887.21**	

Financial Report Notes

1. Additional expenses were incurred by Northern Programs Management owing, in part, to the Strategic Opportunities Assessment, Phase II studies.

2. Northern Strategy expenses were less than original estimates because:

   - some activities related to Justice, Health, Education and Social Services (JHESS)/Interdepartmental Policy Coordination were assumed by the Assistant Deputy Minister and the Policy, Planning and Research Unit; and

   - expenses for Interim Northern Development Board activities were lower than anticipated.

3. Resource and Industry Development Division expenses were less than original estimates primarily because of a staff vacancy.

4. Northern Development Fund expenses were less than original estimates because:

   - there was a limited requirement to provide for Northern Development Fund loan losses; and

   - although increased funding was provided for Marketing and Research and Organizational Skill Development grants, this was offset by limited provision of grants for Youth Entrepreneurship and Economic Development Projects.

5. Additional expenses were incurred due to increased activities in the commercial fishing industry owing, in part, to the Commercial Fisheries Revitalization Strategy.

Contact Information

For more information on the programs and activities of Saskatchewan Northern Affairs, contact:

Saskatchewan Northern Affairs
P.O. Box 5000
La Ronge, Saskatchewan
S0J 1L0
Telephone: (306) 425-4200
Facsimile: (306) 425-4349
E-mail: sna@sna.gov.sk.ca
Web: www.northern.gov.sk.ca

Northern Development Fund
1-800-663-4065

Northern Mines Monitoring Secretariat
1-800-577-2668